



**COUNTY OF LOS ANGELES  
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TO: Supervisor Don Knabe, Chairman  
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Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

FROM: Wendy L. Watanabe  
Acting Auditor-Controller

A handwritten signature in cursive script, reading "Wendy L. Watanabe", is written over the printed name and title.

SUBJECT: **DEPARTMENT OF HEALTH SERVICES HARRIS-RODDE  
SETTLEMENTS – AVERAGE LENGTH OF STAY AND EMERGENCY  
DEPARTMENT BOARDING TIME REVIEW FOR QUARTERS ENDED  
MARCH 31, 2008, AND JUNE 30, 2008**

At the request of the Department of Health Services (DHS), we reviewed LAC+USC Medical Center's (LAC+USC) compliance with the requirements of the Harris-Rodde lawsuit settlements. Our review indicates that LAC+USC met the settlement requirements for the quarters ended March 31, 2008 and June 30, 2008.

**Background**

In December 2005, the County settled lawsuits with plaintiffs Harris and Rodde regarding reducing the number of beds at the LAC+USC replacement facility. Under the settlements, LAC+USC was allowed to immediately reduce 25 budgeted, non-psychiatric beds. LAC+USC was also allowed to reduce an additional 35 budgeted, non-psychiatric beds for each quarter LAC+USC reduces the Average Length of Stay (ALOS) by 0.3 days, compared to the previous quarter (from an initial baseline of 6.5 days), and maintains a median Emergency Department Boarding Time (EDBT) under seven hours. The settlement agreements require the Auditor-Controller to verify the ALOS and EDBT when LAC+USC reports that they have met the targets. We previously reported that LAC+USC had accurately reported meeting the ALOS and EDBT requirements for the quarters ended December 31, 2006, and the quarters ended March 31, June 30, and December 31, 2007. LAC+USC did not meet the ALOS

requirement for the quarter ended September 30, 2007. Our review of EDBT for these quarters was limited to the visits for which LAC+USC had the documentation needed to validate compliance with the EDBT requirements.

According to County Counsel, once LAC+USC meets the ALOS target of 5.5 days, no further reductions of ALOS are required. LAC+USC is required to maintain an ALOS of 5.5 days and a median EDBT under seven hours for four years, through December 31, 2009.

### **Review of Reported ALOS**

ALOS is the average time between when patients are admitted and when they are discharged from the hospital. LAC+USC records both admission and discharge on the Hospital's Affinity computer system (Affinity). For the quarters ended March 31, 2008, and June 30, 2008, LAC+USC reported an ALOS of 5.4 and 5.1 days, respectively.

We reviewed a random statistical sample of 69 records for the quarter ended March 31, 2008 and 58 records for the quarter ended June 30, 2008 to determine if LAC+USC had accurately reported the ALOS on Affinity. The following are the results of our review:

#### **Quarter Ended March 31, 2008**

The ALOS reported on Affinity for the 69 records we reviewed was 6.1 days. We noted that the length of stay for one visit (1%) recorded on Affinity was one day. However, the patient was not admitted to LAC+USC, and the visit should not have been included in the ALOS calculation. This variance did not result in a material change in LAC+USC's reported ALOS. Overall, the ALOS computed for our sample of 69 records for the quarter ended March 31, 2008 was 6.09 days compared to 6.1 days indicated on Affinity.

#### **Quarter Ended June 30, 2008**

The ALOS reported on Affinity for the 58 records we reviewed was 4.29 days. Our review of the sample indicates that LAC+USC accurately reported the ALOS for the quarter ended June 30, 2008.

### **Review of Reported EDBT**

EDBT is the time between when an Emergency Department (ED) physician writes an order for a patient to be placed in an inpatient bed (pre-admit date/time) and when the patient is actually placed in the bed (ED discharge date/time). DHS and County Counsel advised us that, for purposes of verifying the reported EDBT in our prior reviews, the pre-admit date/time should be taken from the pink copy of the Emergency Room (ER) Record (pink sheet). However, beginning December 4, 2007, LAC+USC

implemented new procedures to track the EDBT pre-admit date/time on Affinity. When a physician determines that a patient needs an inpatient bed, an on-line, real-time ER Admit Order (Order) is entered into Affinity by authorized ER Staff. Any changes to the original Order result in an updated Order. The date/time of the completion of the original Order will be recorded on Affinity as the pre-admit date/time. These new procedures eliminated the use of the pink sheets to record pre-admit date/time. The ED discharge date/time is verified through a review of the patient's medical record.

### **Excluded Visits**

For the quarter ended March 31, 2008, LAC+USC reported a median EDBT of 4.42 hours and 3.00 hours for the quarter ended June 30, 2008. To ensure that LAC+USC included all visits that are subject to the EDBT requirement, we tested a random statistical sample of 103 visits from each quarter that were excluded from the median EDBT calculation to determine if the visits were properly excluded from the calculation (e.g., patients who were not admitted as inpatients, or who were admitted from an outpatient clinic should be excluded from the calculation). We noted that all visits reviewed were appropriately excluded.

### **Quarter Ended March 31, 2008**

We reviewed a random statistical sample of 152 visits to verify the EDBT reported on Affinity. We noted that the EDBT for 14 visits (9%) did not agree to the source documents we reviewed. Specifically:

- For four visits (3%), the source documents we reviewed showed a longer EDBT than was recorded on Affinity. The EDBT on Affinity for these four visits was understated by an average of 3.06 hours.
- For ten visits (6%), the source documents we reviewed showed a shorter EDBT than was recorded on Affinity. The EDBT on Affinity for the ten visits was overstated by an average of 1.64 hours.

Overall, our sample of 152 visits showed a median EDBT of 4.21 hours, compared to 4.04 hours recorded on Affinity. None of the variances resulted in a material change in the reported median EDBT for the quarter ended March 31, 2008.

### **Quarter Ended June 30, 2008**

We reviewed a random statistical sample of 190 visits to verify the EDBTs reported on Affinity. As indicated above, beginning December 4, 2007, LAC+USC implemented new procedures to track the EDBT pre-admit date/time on Affinity. However, for the quarter ended June 30, 2008, LAC+USC did not retain the paper copies of the ER Admit Orders. As a result, we verified the patients' EDBT pre-admit date/time by reviewing the

DHS Enterprise Data Repository database, which includes all patient information recorded on Affinity, including the time of the original ER Admit Order and any subsequent changes. We noted that the EDBT for ten visits (5%) did not agree to the source documents we reviewed. Specifically:

- For eight visits (4%), the source documents we reviewed showed a longer EDBT than was recorded on Affinity. The EDBT on Affinity for these eight visits was understated by an average of 0.68 hours.
- For two visits (1%), the source documents we reviewed showed a shorter EDBT than was recorded on Affinity. The EDBT on Affinity for the two visits was overstated by an average of 0.67 hours.

Overall, our sample of 190 visits showed a median EDBT of 3.19 hours, compared to 3.14 hours recorded on Affinity. None of the variances resulted in a material change in the reported median EDBT for the quarter ended June 30, 2008.

DHS and LAC+USC management were very cooperative during our review and actively participated in the review process. Please call me if you have any questions, or your staff may contact Jim Schneiderman at (213) 253-0101.

WLW:MMO:JLS

c: William T Fujioka, Chief Executive Officer  
John F. Schunhoff, Ph.D., Interim Director, DHS  
Raymond G. Fortner, Jr., County Counsel  
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